

DEPARTMENTAL MANAGEMENT GOALS



DOL is committed to improving mission performance through better utilization of information technology, effective stewardship of DOL resources, and maintaining an environment in which employees are encouraged to develop their individual skills and pursue career goals. To achieve these objectives, the Department has increased the electronic distribution of training and other human resources information, continued upgrades to the payroll systems, expanded continuous learning and career management programs, and increased participation in “employee-friendly” programs. This section highlights progress toward achieving the Department’s internal management goals in the program support areas of human resources, finance, and information technology.

DOL offers a variety of training opportunities for employees, from essential skills to executive management training. A number of methods are also available, including mentoring; brownbag sessions; the On-line Continuous Learning Library Exchange; formal classes delivered by in-house or contract instructors; and web-based technical training provided by a DOL contractor. Pictured are members of the DOL Financial Office staff.
Photo by: Jerry Frishman

MAINTAIN THE INTEGRITY AND STEWARDSHIP OF THE DEPARTMENT'S FINANCIAL RESOURCES

Goal FM1: All DOL financial systems meet the standards set in the Federal Financial Management Improvement Act (FFMIA) and the Government Management Reform Act (GMRA).

Results: The goal was substantially achieved, as 15 of 17 financial management systems met the FFMIA standards. The Department fully achieved the GMRA standards as confirmed by the unqualified opinion on its Consolidated Financial Statement audit.

Program Description: The Office of the Chief Financial Officer (OCFO) provides comprehensive direction to all DOL agencies on financial policy arising from financial, legislative and regulatory mandates.

FFMIA requires agencies to implement and maintain financial management systems that substantially comply with Federal financial management systems requirements, applicable Federal accounting standards, and the United States Government Standard General Ledger at the transaction level.

GMRA requires each agency to prepare and submit audited financial statements. The financial statements must comply with the Office of Management and Budget's (OMB) Bulletin No. 97-01, Form and Content of Agency Financial Statements (and amendments).

Analysis of Results: For the fourth consecutive year, DOL received an unqualified ("or clean") audit opinion

which states that the financial statements are presented fairly in all material respects in accordance with generally accepted accounting standards. Also, no material weaknesses were identified in the Report on Internal Controls.

During FY 2000, 15 of the 17 eligible DOL systems met the requirements of FFMIA, and significant progress occurred on the two remaining systems. DOL closed three of five systems issues outstanding at the beginning of the year. The two systems requiring further remediation, the Employment Standards Administration's Back Wage Collection and Disbursement System (BCDS) and Civil Money Penalty (CMP) System, are small systems, representing only about six percent of the Department's debt collection activity, and are expected to be brought into full compliance in FY 2001.

OIG continues to find that the BCDS and CMP systems are not in compliance with the Federal financial system requirements and that the CMP system does not comply with the Federal Accounting Standards Advisory Board (FASAB) revenue standard. The OIG's FY 2000 audit recognizes the progress being made in bringing both these systems into compliance. The continued BCDS noncompliance primarily arises from unforeseen problems after the system became operational on October 1, 2000. The continued CMP system noncompliance resulted in additional training on and clarification of the CMP system and internal processing procedures.

Strategies: During FY 2000, the OCFO invested substantial funds to improve the financial systems of the

Department's program agencies. The more serious problems with the BCDS are currently being corrected, with remaining corrections to the system scheduled for May 2001.

Management is increasing its training and oversight with regard to the CMP system. In addition, a revised CMP system is under development to automate many of the manual processes. These efforts on the CMP system should significantly reduce the error rate, bringing the CMP into compliance with FFMIA.

Goal Assessment: The Department has maintained the goal of all financial systems and operations being in compliance with FFMIA for FY 2001. ■

MAINTAIN THE INTEGRITY AND STEWARDSHIP OF THE DEPARTMENT'S FINANCIAL RESOURCES

Goal FM2: DOL meets all new accounting standards issued by the Federal Accounting Standards Advisory Board (FASAB) including the Managerial Cost Accounting Standard.

Results: The Department fully achieved the goal.

Program Description: The Office of the Chief Financial Officer (OCFO) provides guidance, assistance, and oversight in implementing cost accounting applications at summary levels in each Agency to measure costs in achieving organizational goals. In FY 2000, the Department continued its work in meeting the managerial cost accounting requirements outlined in FASAB Statement Number 4. Development of cost accounting applications is continuing in FY 2001.

Analysis of Results: The Department maintained compliance with all FASAB accounting standards.

Strategies: As part of the effort in evaluating the Department's compliance with federal managerial cost accounting requirements, the OCFO is developing a strategy to systematically implement managerial cost accounting across the Department. Agency pilot projects were conducted in several DOL agencies during FY 2000. These initiatives were used to evaluate and re-engineer processes at the Occupational Safety and Health Administration, support reimbursement and fee-setting determinations at OCFO, and provide

effective budgeting and cost control at the Veterans' Employment and Training Service. OCFO plans to coordinate cost accounting pilot projects in each agency by the end of FY 2001. The overall objective is to provide monthly or quarterly managerial reports to Agencies as required for their respective business needs.

Goal Assessment: No change is planned for this goal. The OCFO will continue to assist DOL agencies in maintaining compliance with the new government-wide standards for financial systems and accounting practices. ■

EXTEND AND IMPROVE ACCESS TO AUTOMATED SERVICES

Goal IT1: Increase integration of DOL IT systems and extend access to automated services.

Results: The goal was fully achieved. Two performance indicators were established to measure the accomplishment of this goal: the development of an information technology (IT) architecture and the publication of 95 percent of documents related to DOL's "family friendly" and lifelong learning programs on the Department's internal electronic network, *LaborNet*. The IT architecture was finalized on March 16, 2000, and 96 percent of the documents for the referenced programs were published on *LaborNet*.

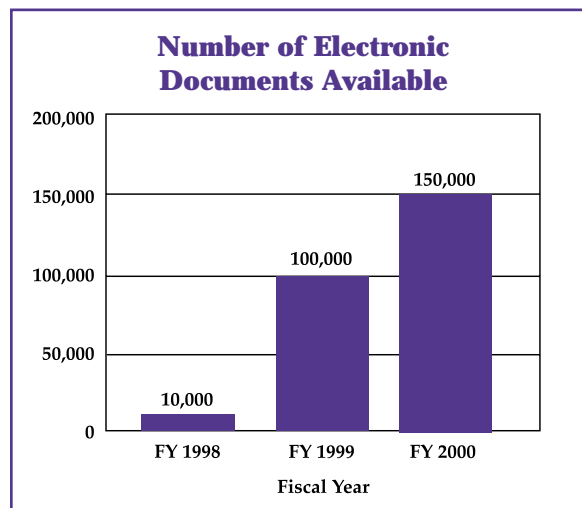
Program Description: DOL has greatly increased services offered electronically to the public as well as improved electronic business processes to perform the work of the Department more efficiently. These service improvements are only possible by establishing a master plan, or IT architecture, that provides for common standards, shared solutions and adequate security as key elements in the design of major IT projects. This master architecture facilitates the development of networks that are sufficiently robust to support the needs of an ever increasing workload and have the critical capacity to communicate seamlessly with all DOL employees and our constituents. The architecture serves as a guide to the Department's acquisitions, providing the standards necessary to ensure that information technology purchased by DOL will be capable of meeting the increased workload, inter-operating with other computers

and networks, and will offer common software applications such as word processing, spread sheets, data bases, and presentation graphics to assist employees in performing their jobs more efficiently.

The Department has developed an internal network, *LaborNet*, to become the primary communication tool for exchanging information between the Department and its employees, and to enable all employees, regardless of workplace location, to participate more readily in DOL's model workplace programs.

Analysis of Results: In accordance with the *Clinger-Cohen Act*, the Department published an IT architecture plan on March 16, 2000, providing common solutions for secure

communications among DOL's internal computer networks and with the public via the Internet. During FY 2000, the Department developed several manuals to advance the implementation of the common architecture and increase IT integration. For example, a System Development Life Cycle Manual details the Department's directions for building systems that are carefully planned, meet the customers' expectations, reduce the risk of failure, and are completed on schedule and within budget. In addition, a Departmental Security Plan was issued to focus security initiatives throughout the



Department, ensuring that security is addressed at every phase of an IT project, improving security monitoring, and reducing risks to IT infrastructure throughout DOL.

To extend access to automated services within DOL, *LaborNet* is now available to all employees and was used to publish 96 percent (89 of 92) of all documents relating to the Department's model family-friendly and lifelong learning programs in FY 2000.

Goal Assessment: The focus for the future will be to continue to improve the security, quality and performance of DOL's automated systems and to increase the delivery of useful electronic services both to employees and the public. ■

INCREASE ELECTRONIC AVAILABILITY OF INFORMATION

Goal IT2: Increase the timeliness, accuracy, and general usefulness of DOL regulations, guidelines, and assistance materials on the Internet including the collection of public comments through an electronic forum.

Results: The goal was fully achieved. The number of documents made available on the Department's Internet web site increased from 100,000 in FY 1999 to 150,000 in FY 2000, a 50 percent increase. Usage of DOL's web site also increased to an average of 262 million uses per month in FY 2000. On June 6, 2000, DOL introduced a Customer Satisfaction Survey form on the Internet web site and collected public comments and feedback from 2,373 users by the end of FY 2000.

Program Description: Through the Internet, DOL makes available to the public a range of documents, including legislation, proposed and final regulations, budgetary data, descriptions of DOL programs and services, press releases and Congressional testimony. As the number of documents available electronically has grown, tools that support the information search process are increasingly important. To ensure easy access to materials and simplify the document retrieval process, DOL has implemented new applications, linkages and research tools.

Analysis of Results: The increase in the use of the Department's web site is largely attributable to the continuing expansion and interest in America's Job Bank (AJB). For the year July 1, 1999 through June 30, 2000, the number of job opportunities posted in AJB increased to 2,771,588, a 138 percent

increase over the previous year. For example in January 2001, 15,699,910 job seekers conducted job searches on AJB and 785,796 employers conducted resume searches. On a monthly basis, approximately 12.5 million visitors seek information about other DOL programs.

During FY 2000, a total of 2,373 completed Customer Satisfaction Surveys were received through the Department's web site. The results indicated that the majority of users found the DOL web site to be rich in information, but a number of those responding to the survey experienced some difficulty navigating the site and finding the specific information they sought. The Department has developed strategies, discussed below, to respond to the concerns described by those who completed the survey.

Strategies: The Department is continuing to expand avenues of communication with our constituents through our Internet web site. For example, DOL will index newly published documents by topic to ensure "user friendly" access and simplify searching for and retrieving documents; develop an automated review and commenting process for public review of regulations; and establish and publish standards for classification, retention, and protection of web based electronic documents.

Goal Assessment: This goal has been discontinued for FY 2001. Improved measures for encompassing DOL's use of information technology in support of its program mission may be developed. ■

IMPLEMENT Y2K CONTINGENCY PLANS, AS NEEDED

Goal IT3: To ensure DOL services continue uninterrupted in 2000, a fully-developed and tested contingency plan can be invoked in the event of unanticipated failures of Departmental mission critical systems.

Results: The goal was fully achieved. DOL and its program partners were fully prepared to implement tested contingency plans to continue the delivery of core program services in the event of unanticipated Year 2000 failures of any of the Department's 61 mission critical systems.

Program Description: To ensure that the Department's National, State, and local customers would not experience critical service interruptions at the beginning of the new century, the Department was prepared to invoke a fully tested contingency plan should unanticipated failures occur. These plans outlined measures that would be implemented to ensure the continued delivery of core services in the event of system failure.

The Department also assisted key program partners in the State Employment Security Agencies (SESAs) to develop contingency plans to ensure the uninterrupted issuance of benefits to the Nation's unemployed workers. One unique contingency measure for safeguarding unemployment insurance benefits was a PC-based system developed under a DOL contract which was capable of accepting claims and paying benefits for any SESA which requested and tailored the software for its use.

Analysis of Results: All DOL systems and SESAs' systems operated without interruptions and processed dates correctly. Minor Year 2000 problems were encountered by a small number of SESAs, but the problems did not affect the timely and accurate payment of benefits. All problems were fully corrected within a few days.

Goal Assessment: This goal has been discontinued. ■

INCREASE EMPLOYEE USE OF CONTINUOUS LEARNING AND DEVELOPMENTAL SERVICES

Goal HR1: Increase usage of career assistance and continuous learning programs and services by 20 percent over FY 1999.

Results: FY 2000 performance significantly exceeded the goal. Employees increased their use of career assistance and continuous learning services by 55 percent.

Program Description: Career assistance and continuous learning programs are designed to assist DOL employees with advancement in their careers by offering career-related advice and educational opportunities. The programs include formal classroom training, workshops, seminars, career counseling, and resource materials available through a learning library exchange. Two new services were introduced in FY 2000: the Learn2 University, a web-based online training program consisting of 330 technical and essential skills courses; and, the American College Advisory Service, through which employees at all levels can receive advisory and counseling services to identify appropriate degree programs.

Analysis of Results: For FY 1999, career assistance services, training, and the learning library exchange were used on a total of 3,943 occasions, and in FY 2000, this increased by 17 percent to a total of 4,616 uses. Employee participation in the two new programs increased the statistics to 6,113 uses of the programs, a net increase of 55 percent for FY 2000. Learn2 University, in particular, had a very favorable reception with employees with a customer survey questionnaire

indicating an 80 percent favorable response to issues of access, course content, and usefulness. The Department defines “uses” as the number of web-based courses completed by employees and occasions when employees have obtained career counseling, attended workshops, and/or obtained educational materials. A consultant under contract with the Department reviewed the procedures for collecting the information for this goal and concluded that the data are reliable.

Goal Assessment: For FY 2001, the Department has increased the target for use of career assistance and continuous learning services by 5 percent based on projected introductions of additional interactive web-based courses to DOL employees. The Department anticipates that additional usage of the programs in FY 2001 will be modest, since the programs were extensively publicized in FY 2000. These performance targets have been consolidated within one goal which better captures the overall human resources mission of the Department. ■

INCREASE PARTICIPATION IN “FAMILY-FRIENDLY” PROGRAMS

Goal HR2: Increase participation in “family-friendly” programs by 10 percent from FY 1999 utilization.

Results: This goal was exceeded. Employee participation in targeted “family-friendly” programs increased by 27 percent from FY 1999.

Program Description: Family-friendly programs and services tracked for this goal include the Leave Bank and Leave Transfer programs, Employee Express and LifeCare.com services, a DOL contractor. The Department’s leave programs allow employees to donate leave into a “leave bank” which is then available to any participating employee who has exhausted his or her personal leave due to a health or family crisis.

Employee Express provides employees immediate telephone or web-based access to their personal human resources information such as tax withholdings, health insurance and savings plans. LifeCare.com offers assistance to employees in a number of areas, including prenatal planning, adoption, child care, and adult dependent care. Other important family-friendly programs and services are offered by the Department but currently are not tracked for this goal because there is no formal system to measure employee participation. These include alternative work schedules (flexitime), telecommuting (flexiplace), and paid sick leave for adoption.

Analysis of Results: Participation in leave programs decreased by 42 percent in comparison with FY 1999. To some degree, this is attributable to a change in data collection methods between FY 1999 and FY 2000. While the number of donors in the Leave Transfer Program may have declined, the number of recipients of donated leave increased

Program	FY99	FY00	Change
Leave Bank	707	802	13%
Leave Transfer	3,134	1,398	-55%
Employee Express	5,130	12,888	151%
LifeCare.com	9,122	7,899	-13%
Total	18,093	22,987	27%

as did overall membership in the Leave Bank Program. The significant increase in usage of Employee Express reflects the introduction of a new service permitting employees to view their leave balances on-line, which accounted for 5,891 transactions in FY 2000, as well as a 36 percent increase over the number of employees who used this service in FY 1999 to update their personal human resources information. Although participation in LifeCare.com resource and referral services also decreased, the contractor’s annual report indicates that the Department’s utilization rate of 9.11 percent for FY 2000 compares favorably to the average utilization rate of 6.13 percent for other government and corporate clients.

While management is committed to ensuring that all family-friendly options are available to the employees who need them, participation is voluntary, and some services are only sought when the employee is experiencing a specific need or problem. Thus, the Department’s goal is to ensure that the employees are aware of the options available to them and that the arrangements are within reach of each and every employee, regardless of geographic location. To this end, DOL will continue to vigorously advertise and inform employees about the availability of the services and programs.

Goals Assessment: For FY 2001, the Department has established a target to increase participation in family-friendly programs by 10 percent. This target has been consolidated within one goal which will better capture the overall human resources mission of the Department. ■

VERIFY AGENCIES' COMPLIANCE WITH CIVIL RIGHTS LAWS

Goal HR3: Two of the ten major DOL agencies are reviewed and their EEO programs are found to be in compliance with the applicable civil rights laws and equal opportunity regulations.

Results: This goal was substantially achieved. One major DOL agency, the Veterans' Employment and Training Service (VETS), and one major agency sub-component, the Employment Standards Administration's Office of Workers' Compensation Programs (ESA/OWCP), were reviewed and found in compliance.

Program Description: The Department has placed a high priority on establishing DOL as a model workplace. As part of this effort, the Office of the Assistant Secretary for Administration and Management (OASAM) conducts reviews of the equal employment opportunity (EEO) programs of DOL agencies to gauge their effectiveness in establishing an equitable and accessible environment for all employees.

Analysis of Results: A review of one major agency, VETS, (250 employees) was completed along with a review of a major program component of ESA, OWCP (1,300 employees). Overall, ESA was found to fulfill the basic requirements of an agency EEO and affirmative employment program. It was determined that a more complete analysis of ESA, whose 3,900 employees represent approximately one-quarter of the DOL population, could be done by examining each of its components separately.

VETS and ESA/OWCP were in compliance with the applicable civil rights and equal opportunity



A DOL employee entering the Frances Perkins Building in Washington at one of many accessible entrance areas.

Photo by: Jerry Frishman

regulations, based on OASAM's reviews of the two organizations' equal employment opportunity policies and procedures. In addition, the organizations' practices in the areas of recruitment, hiring, development, advancement and retention of staff supported workforce diversity. In response to an employee climate survey administered as part of the reviews, a significant majority of the staff of both components rated their employers as good to excellent in making accommodations for disability, religious practice, or family needs, and they reported a high level of satisfaction with overall working conditions. However, 40 percent of OWCP employees expressed dissatisfaction with the appropriate application of conflict resolution processes within the agency, a potential contributing factor in the filing of EEO complaints. To address these employee concerns, OASAM is working with OWCP to improve conflict management through training officers to assess the agency's particular needs and interests, and taking advantage of OASAM course offerings in conflict management, team building, and leadership skills.

Goal Assessment: The FY 2001 goal provides for OASAM to review the equal employment opportunity programs of two Departmental components, and efforts are in process to improve the outcome orientation of this goal. ■

REDUCE THE RATE OF LOST PRODUCTION DAYS

Goal HR4: Reduce the rate of lost production days (i.e., number of days employees spend away from work due to accidents and injuries) by two percent.

Results: This goal was not achieved. The rate of lost production days was reduced by .5 percent to 57.1 days per 100 employees for FY 2000.

Program Description: This is the first of two DOL goals under the *Federal Worker 2000* Presidential Initiative. The Department's Office of the Assistant Secretary for Administration and Management is responsible for working with DOL agencies to help reduce employee injuries and illnesses, and to bring injured and ill employees back to work sooner by promoting reasonable workplace accommodations.

Analysis of Results and Strategies: Overall, DOL experienced an increase in the rate of employee injuries and illnesses in FY 2000, making the goal of reducing employee lost production days that much more difficult. DOL will strive to both reduce the injury/illness rate for employees in FY 2001 and support the utilization of available workplace accommodations by their injured and ill employees. These accommodations include flexible work hours, working from home, part-time work, and light duty assignments. In addition, DOL will participate in the early nurse intervention program, administered by the Department's Employment Standards Administration, which is designed to provide employees with expert advice on treatment and rehabilitation options soon after an injury. Further retooling efforts to reduce the rate of lost production

days will also include: (a) targeting a portion of new resources for working with Departmental agencies to develop programs and activities focused on hazards contributing to increased injuries and illnesses; and, (b) enhancing analytical capability to identify and assess DOL agencies having the largest number of lost production days to better target case management, corrective actions, and potential accommodations.

Goal Assessment: Since the *Federal Worker 2000* initiative extends for a period of five years, the Department has increased the performance target for FY 2001 and is renewing its attention to reducing employee injuries and illnesses and fully utilizing reasonable workplace accommodations. ■

REDUCE THE INJURY RATE AND IMPROVE TIMELINESS OF FILING INJURY CLAIM FORMS

Goal HR 5 & 6: Reduce the injury/illness rate for DOL employees by 3 percent and improve the timeliness of filing injury claim forms by five percent.

Results: This two-part goal was not achieved. The injury/illness rate for DOL employees increased by six percent. The Department improved the timeliness of filing injury claim forms by 20 percent, significantly exceeding this performance target.

Program Description: This is the second DOL goal under the *Federal Worker 2000* Presidential Initiative. To reduce injuries, and illnesses among DOL employees, the Department's Office of the Assistant Secretary for Administration and Management is responsible for monitoring on-the-job injuries and illnesses and initiating appropriate interventions and corrective actions.

Analysis of Results and Strategies: While overall Departmental injury/illness rates increased to 3.95 cases per 100 employees, there were wide fluctuations in injury/illness rates among DOL program agencies.

The employees of some DOL agencies, such as the Mine Safety and Health Administration's mine inspectors, are engaged in far more hazardous field activities than the majority of DOL employees who work in office environments. The Department is focusing attention during FY 2001 on determining the causes and appropriate solutions for high injury and illness rates in DOL's higher incidence agencies. At the same time, the Department is undertaking a strategic retooling of

efforts to reduce the overall occurrence of injuries by: (a) providing Departmental agencies with the means of acquiring and analyzing data tailored to their specific needs and reporting requirements; (b) developing programs and activities focused on hazards contributing to the injuries and illnesses occurring in field offices; (c) increasing information to employees on health and safety issues through the use of electronic mail and all employee memorandums.

Agency	Incident Rate
Mine Safety and Health Administration	10.56
Employment Standards Administration	4.32
Occupational Safety and Health Administration	4.14
Office of the Assistant Secretary for Administration and Management	3.47
Employment and Training Administration	1.63
Pension and Welfare Benefits Administration	1.16
Bureau of Labor Statistics	1.10

To ensure the Department meets the FY 2001 goal of improving the timeliness of filing injury claims by an additional five percent, the Office of Assistant Secretary for Administration and Management will work with the Employment Standards Administration (ESA) to establish a means of transmitting lost-time injury claims electronically to reduce time lags between the reporting of injuries and illnesses by employees and the receipt of the reports by ESA.

Goal Assessment: Since the *Federal Worker 2000* initiative extends for a period of five years, the Department has increased the performance target for FY 2001 and is renewing its attention to the impact of injuries and illnesses on the Department's employees. ■